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27 December 1951

MEMORANDUM FOR: DEPUTY DIRECTOR (PLANS)

SUBJECT: Trainee Holding Pool

1. During recent conversations with the Director of Training, OPC pointed out its pressing need for additional facilities to accommodate the growing number of "casual" employees who must be housed and given interim training while awaiting: (a) clearance, (b) enrollment in TR(C), or (c) assignment to the field.

2. At Colonel Baird's suggestion, we have surveyed this whole problem to determine our specific needs. The attached paper outlines briefly the points covered in the survey and recommends appropriate action. It will be noted that the paper excludes from consideration those "casuals" awaiting assignment to the field, i.e. who are "between courses" in TR(C), receiving desk training in geographic Divisions, or in the actual process of shipping out. Preliminary study indicated that their problems and requirements are too individualistic to be handled on a group basis. We believe they should continue to receive personnel attention and directions from their individual supervisors.

3. OPC has already initiated action in line with the first recommendation contained in the attached report and satisfactory progress is being made. The second recommendation, calling for establishment of a centrally administered reception training program for new employees awaiting enrollment in TR(C), has not been fully implemented. OPC and TR(C) have done some preliminary planning in this connection and have obtained space in the R&S Building, which will be available in mid-February for such a purpose. Before further steps are taken, however, I believe it necessary to fix responsibility at a single point for management of the program and also to determine its coverage. Because the holding problem, pointed up by the attached paper, is common to all the covert offices, I recommend establishing a single reception program to accommodate them. Such a facility coming under the general supervision of ADD/A(S) or the specific direction of one of the covert services would be far better than anything an individual office could establish, even with an increase in present staff for this purpose.

4. I understand that the covert offices, as well as TR(C) and I&S are presenting separately to your office their views regarding the holding problem. I will be glad to furnish any additional information in this regard you may desire from OPC.

/s/
for
KILBOURNE JOHNSTON
Assistant Director for
Policy Coordination

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Attachment:
Survey Memo of 19 November 1951

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19 November 1951

SURVEY OF OPC REQUIREMENTS FOR TRAINEE HOLDING POOL

I. PROBLEM

To provide suitable means and facilities for the reception, administration and interim training of a continuing pool of 40 to 60 newly appointed non-clerical OPC employees awaiting enrollment in TBC. These individuals fall into two categories:

1. Employees provisionally cleared, awaiting full clearance.
(Holding time, 1 to 12 weeks)

2. Employees fully cleared, awaiting start of classes.
(Holding time, 1 to 4 weeks)

II. BACKGROUND

1. The need for a holding pool and reception training program arises out of the following facts:

a. Until new employees have completed appropriate training, it is not practical in most instances to give them work assignments or attempt on-the-job training.

b. For many reasons, new employees are brought on duty several days or weeks before their initial training course begins or even before they receive security clearance to enter TBC.

2. In the past, OPC has placed provisionally cleared employees in pools operated by other CIA units or has assigned them area studies at the Library of Congress, etc. Fully cleared employees awaiting training have been assigned area studies or brought into "K" Building for interim desk training. Existing pool facilities, unsuited as they are for our purposes, are sharply limited, however, and we lack both the supervisory staff and the space to cope with area studies and/or desk training for a sizeable group of employees awaiting enrollment in TBC. Such facilities as we have for area and desk training must be devoted to employees who have completed TBC and are preparing for specific field assignments.

III. DISCUSSION

1. Two lines of approach seem practical in dealing with this

problem:

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problem:

- a. Reduce the number of employees awaiting training by having their entrance on duty coincide with enrollment in TAC insofar as possible.
 - b. Establish a centrally administered reception training program designed especially for employees awaiting enrollment in TAC.
2. Several steps can be taken to gear EOD dates with TAC enrollment dates. Some of these are:
- a. Better Management. In order to make quotas, both OGC and PDC have brought applicants on duty before their training dates even though the applicants were not pressing for immediate appointment. This must stop.
 - b. Proper Planning. New employees are being brought on duty before their training plans are completed causing a delay in enrollment. AL/PT and Division Training Officers must exercise closer supervision over this matter.
 - c. More Flexible Training Schedules. Beginning training courses for many employees occur at four-week intervals. If a beginning course can't be repeated more often, then courses of common instruction which are not requisite for other courses should be offered frequently so students can enroll in TAC with minimum delay. This principle should be followed throughout a student's training to prevent "gaps" in his schedule.
 - d. Change in Deferment Policy. This is by far the most important step because most provisionally cleared and many fully cleared employees awaiting training are brought on duty prematurely so they can be deferred. Selective Service will not defer a person sponsored by CIA, unless he is actually on our payroll. The Director of Personnel is presently studying a plan to have draft-eligible applicants inducted into military service to complete basic training while their CIA clearance is processing. After completing basic training, they would be discharged to accept CIA appointments. Such a plan would reduce drastically the OGC holding problem.
3. A centrally administered reception training program is suggested because of the obvious savings in supervisory personnel and the advantages of uniform handling. Employees in the program could be divided into two or more groups depending on training needs, anticipated stay, security or other factors. They could then be given useful training in speed reading, area studies,

travel procedure.

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travel procedure, map reading, report writing, and other courses. Uniform briefing and administrative procedures could be used in handling all such new employees.

This would represent a vast improvement over the present system. Such employees now are briefed and administered by their Branches or Divisions, which have too few supervisors, too little space, and too many other priority commitments to devote much effort to uncleared or untrained employees. A central system would increase employee interest by closer supervision and attention, would assist the development or maintenance of cover by better briefing and supervision, and would improve morale by providing a full program of useful activity for new employees awaiting formal training.

IV. RECOMMENDATIONS

1. Positive action should be taken in line with the comments in III 2. above to reduce the number of employees awaiting enrollment in TRC.

2. Action should be taken to establish a centrally administered reception training program for all new employees awaiting training.